

Alternate Ridership Growth Strategy

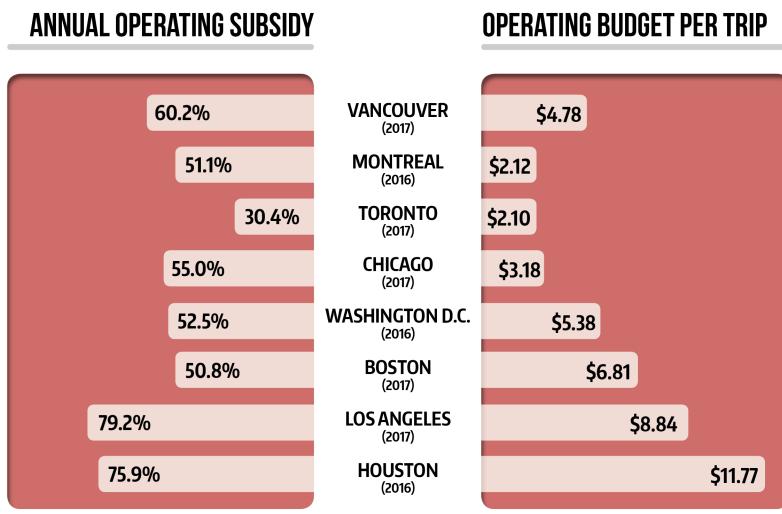
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Introduction

Good public transit is key to a connected and thriving city.¹ Transit provides access to jobs and services, connects people their community, reduces traffic congestion and mitigates climate change.

Despite rapid population growth and worsening traffic congestion in the Greater Toronto Area (GTA), TTC ridership has stagnated since 2015, primarily due to poor service.² We do not have the fast, affordable and comfortable transit service that we need. Inadequate service, such as overcrowding, long wait times, lengthy and regular delays and rising fares, has kept more Torontonians from choosing the TTC to move around the city.



The cause of poor service is no secret. The TTC has been chronically underfunded since the 1990s, when it lost stable operating funding from the Provincial Government. Under these conditions, the TTC has been forced to compromise service quality and accessibility for transit riders across the city and increase fares faster than inflation in an attempt to fill the funding gap.

Figure 1: Transit subsidy comparison of major North American cities (CodeRedTO).³

The TTC has already outlined solutions necessary to address the ridership problem; its 2003 Ridership Growth Strategy presented a fully-costed, comprehensive multi-year plan to increase ridership. Although partial implementation of this strategy did lead to steady growth in ridership until 2010, rising fares, aging infrastructure, and unreliable service have disincentivized people from choosing transit. The TTC's recent Ridership Growth Strategy for 2018-2022 falls short of presenting realistic and genuine efforts to support ridership growth and consequently, lacks a bold plan or costing beyond the first year.

In order to address this gap, TTCCiders has prepared this alternative strategy to provide clear paths towards fast, reliable and accessible TTC service that is affordable for everyone. These are proven strategies for increasing ridership.⁴ Most are based on the TTC's own recommendations made over the past 20 years that never received funding to be fully implemented.

Better Transit Now call for:

- 1) Good Service
- 2) Fully Accessible
- 3) Affordable for All
- 4) Rapid Transit City-Wide

In recent months, questions have been raised about how bad our ridership problem is. With the conversion of monthly passes to PRESTO, a faulty PRESTO fare system and supposedly rising rates

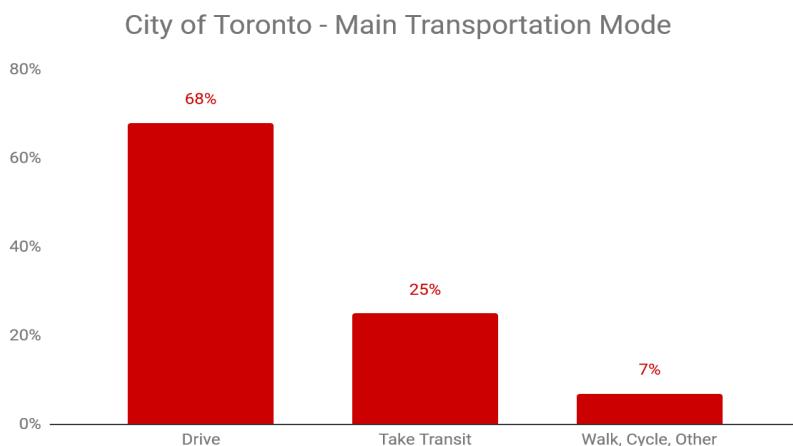
of fare evasion, it's hard to get an accurate picture of TTC ridership. While ridership may not be declining to the extent that has been reported by the TTC, it is clear that better, more affordable service is a must to meet people's needs and achieve the city's climate goals as our neighbourhoods continue to rapidly densify. Good transit is essential to building an equitable and sustainable city.

A fairly funded TTC budget is required to implement the measures outlined in this strategy. There are many ways that the City of Toronto and Province of Ontario can raise more revenue and reallocate funds to better serve Torontonians. The closing section of this document includes examples of new revenue tools that can be introduced or enhanced to fund better service and lower fares.

Public Transit and Climate Change

The climate crisis is a threat in our own communities in Toronto and impacts other populations around the world. We are already seeing the devastating impacts here, with larger and more regular storms, extreme weather, flooding and more. While climate change effects everyone, it has a disproportionate impact on working class, low-income and racialized communities and will fuel more conflict and displacement worldwide. As major contributors to climate change, we must develop a response to this crisis.

Increasing public transit ridership is a critical component of Toronto's climate change mitigation goals. Transportation contributes 38% of Toronto's overall GHG emissions, 80% of which is due to passenger vehicles.⁵



Currently in Toronto, the majority of people travel to work by car (68%), while only 25% of people take public transit. Public transit is a low-carbon, sustainable transportation solution and it must be an affordable and reliable option to move around our city, so that more people move out of cars and onto transit.

Figure 2: Transportation mode share for commuters who work in Toronto.⁶

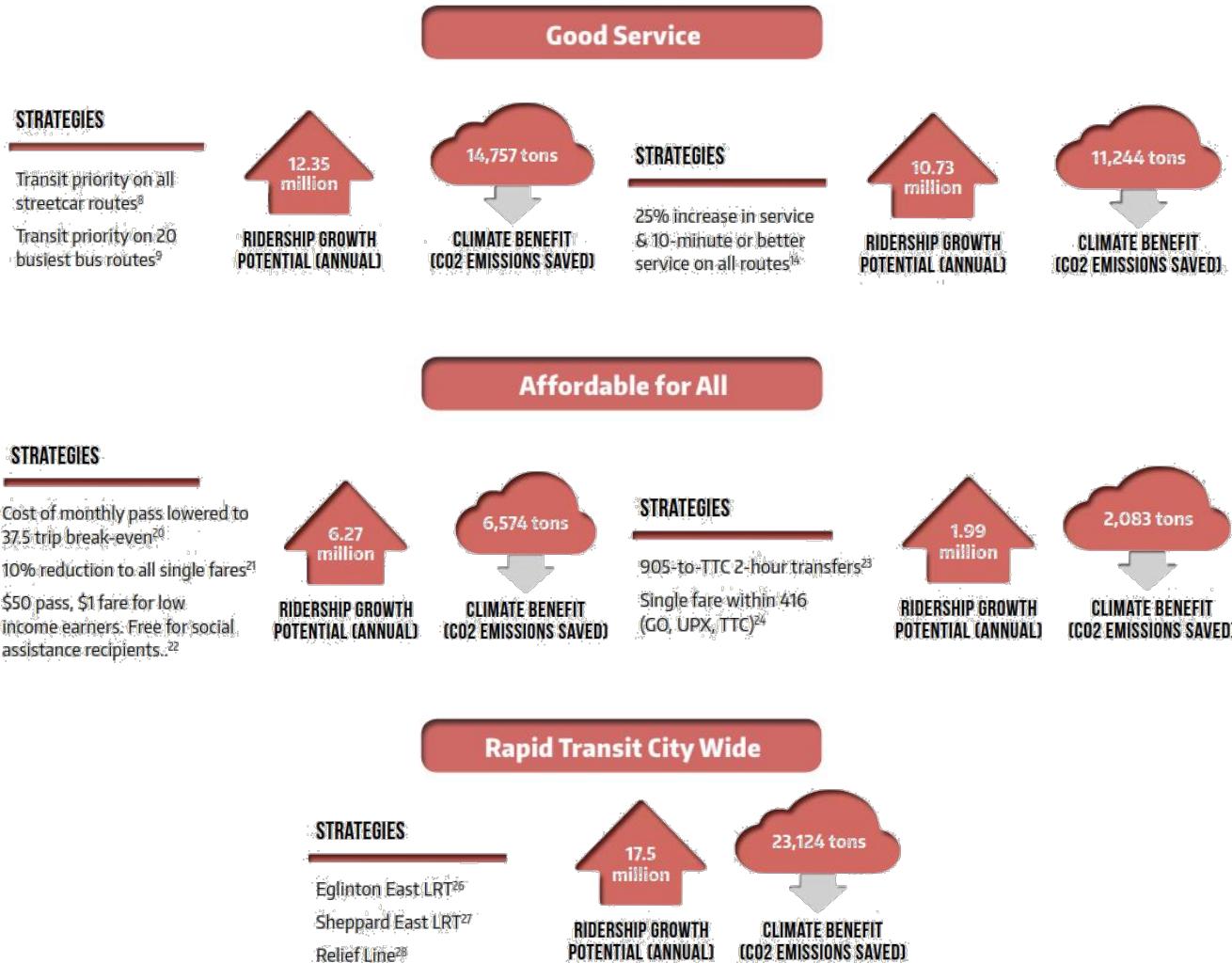
i. Greenhouse Gas (GHG) Emission Calculations

Key strategies included in this report were used to demonstrate the ridership growth potential of improving transit service and making it more affordable.

For every person that takes a 7.5km trip on transit instead of by car, 1kg⁷ of CO2 are not emitted into the atmosphere. The GHG reduction has been estimated for each set of strategies to demonstrate why good transit is essential to combating climate change.

If all the strategies in this booklet are implemented, the city could achieve a savings of 57,781 tons of CO2 emissions per year, the equivalent of 13,532 homes' energy use or the amount absorbed by 2.4 million trees per year.^{8 9}

The GHG reduction has been estimated for a set of key strategies to grow ridership to demonstrate why good transit is essential to combating climate change.



As the TTC transitions to an all-electric bus fleet, the potential to reduce GHG emissions will be even greater by 2040.¹⁰

¹ Toronto Foundation. (2018). *Toronto's Vital Signs*. Retrieved from <https://torontofoundation.ca/wp-content/uploads/2018/01/TF-VS-web-FINAL-4MB.pdf>.

² City of Toronto Chief Executive Officer to TTC Board. (2018, January 25). Ridership Growth Strategy 2018-2022, Report for Action.

² City of Toronto Chief Executive Officer to TTC Board. (2018, January 25). Ridership Growth Strategy 2018-2022, Report for Action. Retrieved from https://www.ttc.ca/About_the_TTC/Commission_reports_and_information/Commission_meetings/2018/January_25/Reports/2_Ridership_Growth_Strategy_2018-2022.pdf.

³ CodeRedTO. (2018). Mixed Signals: Toronto Transit in a North American Context. Retrieved from https://coderedto.com/wp-content/uploads/2018/11/CodeRedTO_MixedSignals.pdf

⁴ Boisjoly, G., et al. (2018). Invest in the Ride: A 14 Year Longitudinal Analysis of the Determinants of Public Transport Ridership in 25 North American Cities. *Transport Research Part A: Policy and Practice*, 116, 434-445. doi.org/10.1016/j.tra.2018.07.005.

⁵ Toronto's 2016 Greenhouse Gas Emissions Inventory. Retrieved from <https://www.toronto.ca/services-payments/water-environment/environmentally-friendly-city-initiatives/transformto/torontos-greenhouse-gas-inventory/>.

⁶ Statistics Canada (2019 May). Results form the 2016 Census: Commuting within Canada's largest cities. Retrieved from: <https://www150.statcan.gc.ca/n1/pub/75-006-x/2019001/article/00008-eng.htm>

⁷ Based on 1.12 average car passengers, 2017 mode share by subway, bus, and streetcar, and 2017 average km travelled by transit vehicles per passenger, and emissions factors as listed in calculations spreadsheet at ttcriders.ca/bettertransitnow

⁸ Natural Resources Canada. (2019 July) Greenhouse Gas Equivalencies Calculator. Retrieved from <http://oee.nrcan.gc.ca/corporate/statistics/neud/dpa/calculator/ghg-calculator.cfm#results>

⁹ Urban Forestry Network. Trees Improve our Air Quality. Retrieved from <http://urbanforestrynetwork.org/benefits/air%20quality.htm>

¹⁰ TTC Green Initiatives. [webpage] Retrieved from https://www.ttc.ca/Riding_the_TTC/green_initiatives.jsp

PATH 1: GOOD SERVICE

Good service means that transit is fast and reliable and that people can be confident in the TTC to get them where they need to go on time.

Improving TTC service requires more than simply increasing the number of buses, streetcars and subways travelling on our network. It must also be accompanied by meaningful investments in prioritizing surface transit vehicles on shared roadways as well as improving the accessibility and safety of stations and vehicles. A full upgrade of the TTC's subway technology is also needed to allow more vehicles to run on our subway network.

Mode	Q4 2018 - Overcrowding					Q1 2019 - Overcrowding					
	Routes	Peak Periods	Off-Peak Periods	Total	% of All Periods	Routes	Peak Periods	Off-Peak Periods	Total	% of All Periods	% Change Q4/Q1
Bus	38	3	65	68	3.7%	41	13	69	82	4.5%	0.8%
Streetcar	6	5	20	25	21.0%	8	2	21	23	19.3%	-1.7%
Subway	3	2	3	5	9.6%	3	2	5	7	13.5%	3.8%
Total	47	10	88	98	4.9%	52	17	95	112	5.6%	0.7%

Figure 3: TTC Quarterly Crowding Report, March 2019.¹¹

In the first three months of 2019, 41 bus routes and eight streetcar routes exceeded the TTC's crowding standards at some point during weekday service.¹² This overcrowding is not just happening during rush hour, when additional vehicles are not available to increase service frequency, but also during off-peak hours. This means that more service is possible, but there isn't money to pay for it.

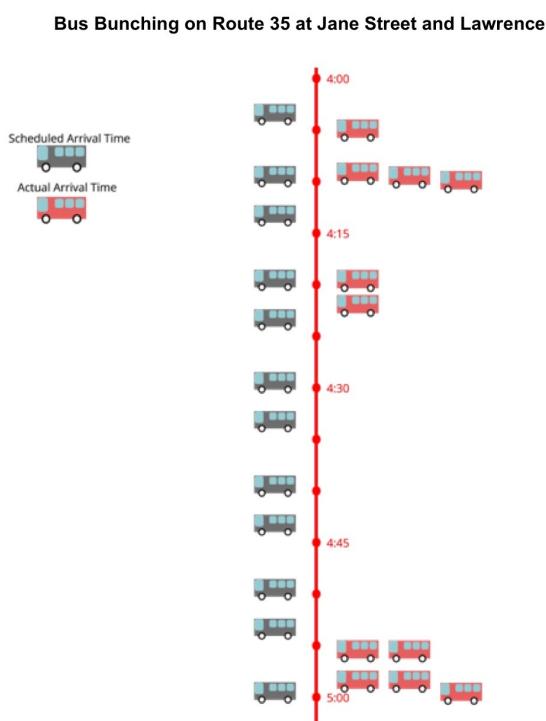


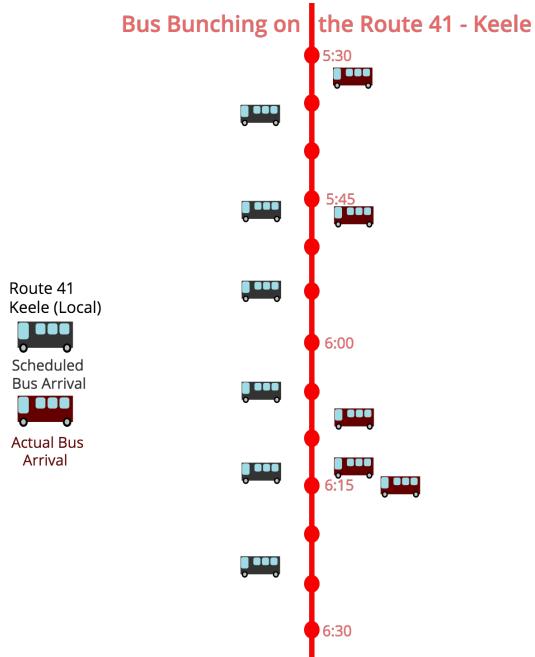
Figure 4: Real-time service on a fall day on the 35 Jane bus.¹⁵

Delays and unreliable service are also a common experience on the TTC. In 2018 there were 73,927 unique delays on the bus network averaging approximately 28 minutes.¹³ Many cite bus bunching as inconvenient and frustrating. Passengers can wait for up to 25 minutes and then three buses come all at once. Often this is caused by traffic congestion along the route, which slows down buses. Overcrowding also causes delays because more passengers means longer boarding times. While route management and service schedules can play a role in mitigating the bunching issue,¹⁴ traffic congestion and overcrowding are at the root cause of chronic delays.

"I'm tired of this Keele bus. It's ridiculous. I've waited up to an hour for this stupid bus and then two come together, overcrowded. I'm sick and tired. What am I paying TTC for? Please, we need better service!"

-Tamika C., 41 Keele Rider

Steady, incremental improvements to existing service are a proven way to build transit ridership. The more service provided, the more people will take transit.



"North American transit ridership decline cannot be explained merely by gas price fluctuations or the emergence of new mobility services—instead, it is best explained by declining bus services....¹⁶ Cities must properly fund their public transit operations, especially bus services, to ensure a steady increase in ridership."

- McGill University "Invest in the Ride" Study

Figure 5 (left): Real-time service on a fall day on the 41 Keele bus.¹⁷

Measuring Service

Reported crowding delays are based on the way that the TTC currently measures service. To measure delays, they primarily look at departure/arrival times at the beginning and end of each trip as well as the average load from all vehicles on a route. Both fail to capture the everyday experience of riders, who might be on a crammed bus driving one minute in front of an empty one. The TTC needs a better way to measure service levels in order to properly identify and resolve service issues.

Figure 6: Space to move people in cars and buses.



1.1 Surface Transit Priority

What we need:

- Accelerate the development of a comprehensive and bold Transit Priority Plan that adequately addresses the needs of high ridership surface routes.
- Fully fund and implement the Transit Priority Plan.
- Construct 3 approved queue-jump lanes on Lawrence Ave, Finch Ave., and Steeles Ave. by the end of 2019.¹⁸
- Initiate transit priority pilot projects for remaining 8 corridors identified as too narrow to accommodate higher order transit in the 2003 RGS.¹⁹

- *Study and implement adequate transit priority on 20 busy bus routes and all streetcar routes.*

Despite having surface ridership that dwarfs all other transit agencies in the Greater Toronto Hamilton Area (GTHA) combined, Toronto currently has less on-street, dedicated bus right-of-ways than Newmarket.²⁰ Toronto has only a single piece of dedicated bus infrastructure, the York University Busway.

The City's Official Plan identifies corridors in need of transit priority in a "Surface Transit Priority Network" map, last updated in 2010.²¹ The only routes with significant progress made are on St. Clair and King Street, two projects that led to enormous ridership growth of 13% and 16% respectively but required significant public pressure and political will to be realized.^{22 23} A new version of this network is included in the city's Official Plan Review, and identifies even more corridors that need priority measures.

Transit riders are waiting for a comprehensive transit priority plan for Toronto, and the current approach is slow and piece-meal. This is evidenced by the fact that only three queue-jump lanes have been approved by City Council over the past three years, with none built to date.

Transit priority aims to put transit first by allowing vehicles to bypass traffic. It is an essential strategy to improve existing service. In addition, priority measures can be implemented far faster than most rail projects, and can build the demand needed to justify future higher order transit development.

Transit vehicles are enormously more efficient than single-occupancy vehicles. The TTC estimates that a single bus can replace 45 cars, an articulated bus 70 cars and a streetcar 95 cars.²⁴ When transit vehicles operate in mixed-use traffic, they are held up by congestion, which leads to inefficient service due to delays, vehicle bunching and overcrowding.

Prioritizing transit improves the efficiency of service delivery. In 2018, the 504 King and 512 St Clair Streetcar lines had the best "value for money" of all streetcar lines and are two of just four routes with strong transit priority measures.²⁵

Transit priority comes in many forms to suit the characteristics and needs of a given transit corridor, including:²⁶

- transit signal priority or other signal timing changes
- high-occupancy vehicles lanes
- partially or fully exclusive transit lanes
- turn restrictions for non-transit vehicles
- limiting or removing on-street parking during part or all of the day
- transit queue-jump lanes

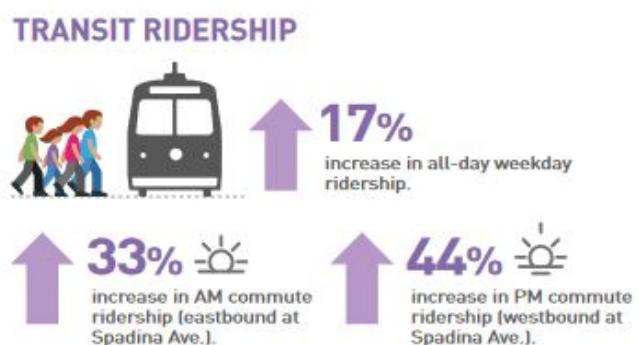


Figure 7: Annual summary of ridership growth during King Street Pilot.²⁷

SUCCESS STORY – The King St. Pilot has successfully shown that giving transit vehicles priority to improve reliability and speed of service is a cost-effective way to grow transit ridership on the TTC. The overall cost for implementation was \$3 million. During the year-long pilot, weekday ridership grew by over 16%, from 72,000 to 84,000 passengers daily.²⁸

Lessons from the King Street Pilot (& recommendations for future transit priority projects):

- Continue public engagement throughout the implementation of a new project
- Develop a robust communications strategy and be ready to combat fake information
- Keep accessibility in mind for temporary changes to route / stops
- Implement in good weather seasons if it is a major change to the road
- Plan events and activities in collaboration with local stakeholders to raise awareness of the project and bring the local community together
- Ensure signage is clear and understandable for everyone
- Try pilots of different lengths to get quick information about the potential for a strategy
- Test bold variations of priority measures to demonstrate potential
- Design the transit priority measures to be intuitive for all road users
- Collect sound baseline data before implementing and measuring a new project
- Look at other cities for good examples

1.2 More Frequent Service

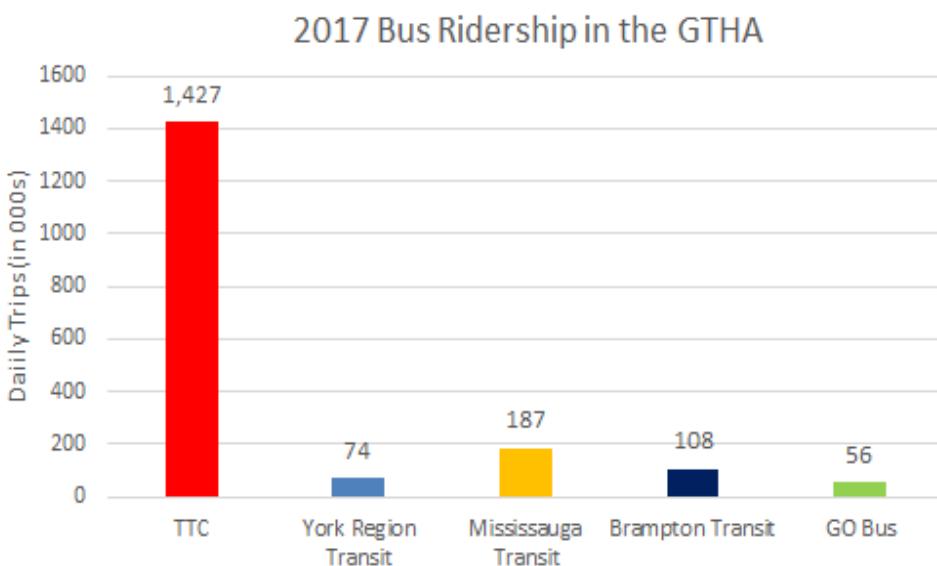
What we need:

- 25% increase in daytime local and express surface service with:
 - 10-minute or better service on all routes from 6AM to 1AM and,
 - 20-minute or better service on all nighttime routes
- Capital funding for the TTC to build two more bus storage facilities, beyond the McNicoll garage.
- Purchase 500 new buses and 60 new streetcars, to enable a 25% increase in service.

1.2.1 Bus Network

On an average day, TTC buses carry more than half of the TTC's trips and move more people than every other transit agency in the GTHA combined. Despite their enormous ridership, TTC buses are chronically underfunded, with unreliable service, cramped conditions, virtually no priority measures, and inadequate amenities. By contrast, suburban bus systems in the GTHA have seen major investments for bus rapid transit systems with far lower ridership than the TTC.

The TTC's bus fleet has barely increased in size over the past decade. While capacity has improved with the introduction of articulated buses, only six additional buses are in scheduled service compared to 2009.²⁹



As a result, service levels have barely changed, and some bus routes on the TTC even have less frequent service than they did ten years ago. This includes some extremely busy corridors like Lawrence East, Sheppard East, and Dufferin.³⁰

Figure 8: Comparison of 2017 average weekday bus ridership in the GTHA by transit agency.^{31 32}

SUCCESS STORY – Vancouver’s Service Increases: For its 10-Year Vision plan, Vancouver’s Translink has provided nearly \$2 billion³³ for system maintenance and service increases since 2017. Phase One and Two will see an 18% increase in bus service, including the introduction of 7 express bus routes. Translink’s bus ridership increased by 8%³⁴ from 2017 to 2018, while the TTC’s bus ridership went up by just 1%.³⁵ Vancouver shows that the formula for ridership growth is simple: **improve existing service and build new transit infrastructure at the same time.**

Express Service

What we need:

- Implement route enhancements for 9 existing express routes identified in the 2018-2021 network plan.
- Faster rollout of long term express bus network plan 2021-2026.
- More expansive service on existing routes (all-day).

Many of the TTC’s express buses have attracted more riders than initially projected. Express bus routes make trips faster for riders going long distances and increases the overall capacity of a route to encourage more ridership

In 2017, the TTC published an Express Bus Network Study, which includes short and long term plans to improve existing bus services and introduce new routes. While welcome, the plan is modest in comparison with bus improvement plans in other cities.³⁶

The plan was partially implemented early in the fall of 2018, in advance of the municipal election. Unfortunately, it was largely a rebranding exercise of the existing express network, with minimal improvements and only five new routes.³⁷ On most routes, including Weston Road and Dufferin, express service actually replaced some existing local service, adding little capacity to the route and making service less frequent for riders taking local trips. Whereas a local bus was scheduled every 5 minutes at peak hours, it now comes every 8 minutes. Express buses shouls be used to supplement existing service.

The TTC Board also approved all-door boarding on Route 192-Airport Rocket (renumbered 900) in 2018 as a pilot project.³⁸ This was to be the first step in rolling out all-door boarding across all “Tier 1”³⁹ express routes. All-door boarding is an important step in speeding up express buses, as the TTC estimates the time it takes customers to board a bus represents 20% of that route’s scheduled time on the road.

Blue Night Network

What we need:

- *Increase half hour service to 20-minutes or better service.*
- *Restore timed connections wherever possible and publish schedules for major stops.*
- *Set standards to follow route schedules, waiting at major stops if running early to ensure the service is reliable for riders.*

The Blue Night Network provides overnight transit service every 30 minutes or less.⁴⁰ Routes are designed so that 95% of the population and employment is within a 15-minute walking distance of a night bus route.⁴¹

Toronto has an increasingly high demand for nighttime travel. Shift work has steadily increased over the past two decade.⁴² People working late-night, overnight or early morning shifts rely on nighttime service to access this employment.⁴³ In addition, Toronto’s vibrant nightlife leaves restaurant and bar workers and customers in need of travel on weekend nights.

The last major expansion of the overnight TTC service was in 2015 when 16 new or enhanced routes were implemented with the goal of service every 30 minutes or better.⁴⁴ The expanded service was projected to attract 300,000 new customer trips in addition to the existing four million annual riders.⁴⁵

Despite the improved service, the Blue Night Network is underutilized due to the long waits and transfer times and is a barrier to employment for many who cannot afford the cost of owning a car.⁴⁶ Instead, rideshare services are currently filling a big portion of the nighttime travel need.⁴⁷ Reliance on ridesharing causes a host of problems, including a high cost for the rider, poor quality of employment for drivers and keep congestion in popular areas.

By investing in increased service frequency and a more integrated network, the TTC could become a more viable option for all late night travellers.

Bus Capacity Improvements

In addition to chronic underfunding of everyday operations, the TTC’s bus service has been limited by the capacity of their bus fleet and garage facilities. For years, storage capacity has been dramatically lower than the demand for buses to run more frequent service. This has led to very few service improvements in the past decade during peak travel times, when demand for buses is highest.⁴⁸

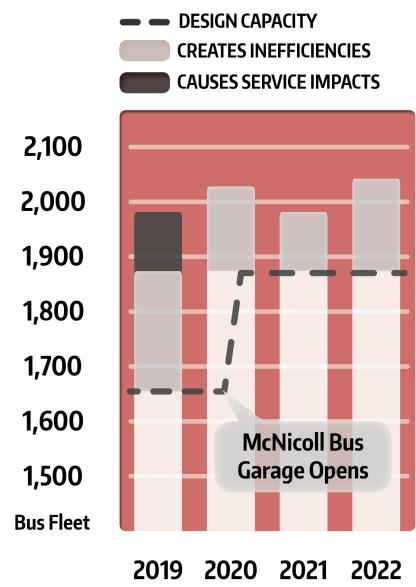


Figure 9 (right): Bus capacity projections in TTC’s Proposed 2018-2027 Capital Budget Plan.⁴⁹

When the McNicoll garage opens in 2020, demand for bus service will already exceed additional capacity.⁵⁰ Unless plans are put in motion to acquire two new storage facilities service will continue to be constrained by capacity rather than need. Alongside the purchase of new garages, the TTC needs to purchase an estimated 500 new buses to meet this strategy's call for a 25% increase in service.⁵¹

1.2.2 Streetcar Network

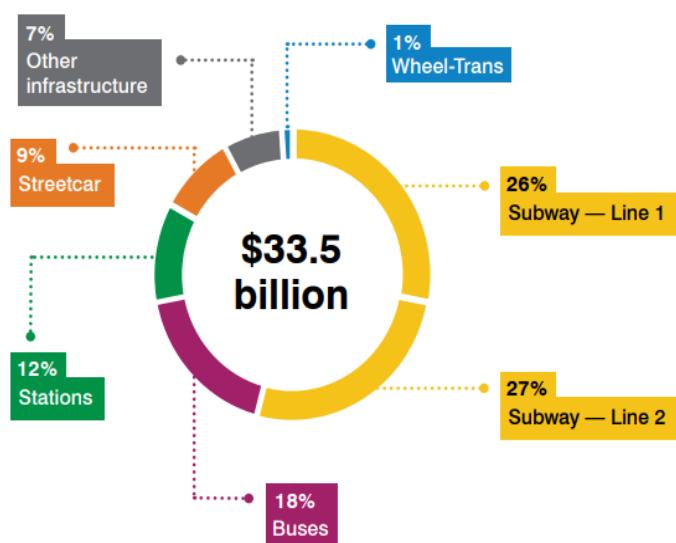
What we need:

- Purchase 60 new streetcars beyond what is currently planned.
- Operate routes 502 and 503 at all times of the day and on weekends.
- Minimize short terms.

Unlike many other cities, where streetcars are only a tourist novelty, in Toronto they provide the vast majority of surface transit service in the downtown core. In addition, five of the ten most heavily used surface routes across the whole TTC system are streetcars. Overall, the network carries over 280,000 riders on an average weekday.⁵²

Like much of the TTC's bus network, streetcars suffer from overcrowding, unreliability and infrequent service on the outer portions of some lines.⁵³ All of this drives away potential ridership. Inadequate service frequency, capacity and reliability is mainly due to two issues: a shortage of streetcar vehicles resulting in replacement buses servicing many streetcar routes regularly and bad traffic congestion in the downtown core.

Since so many streetcar routes serve newly densifying areas to the immediate east or west of downtown, there is considerable latent demand.⁵⁴ This was demonstrated by the steep increase in ridership on the 504 King streetcar when service was improved through the King Street Pilot project.



Riders at the ends of long streetcar routes, such as those waiting for a 501 Queen streetcar in the Beach or a 506 Dundas streetcar near High Park, often deal with low frequency as vehicles are short turned to service central sections of the route during congested times. Additionally, routes 502 and 503 only operate during rush hour. More service and transit priority measures, like exclusive right-of-ways, are needed to address issues experienced by streetcar riders.

Figure 10: Breakdown of 15-year base capital investment requirements for the TTC.⁵⁵

Streetcar Capacity Improvements

The TTC has a streetcar shortage. Presently, this is due to late deliveries from Bombardier, their supplier, but the general shortage problem has existed for decades.⁵⁶

More streetcars will need to be put into service in order to make increased frequency possible. The ongoing replacement of the TTC's older streetcar vehicles with new low-floor and accessible Bombardier vehicles has not been on a one for one basis due to the higher capacity of the Bombardier cars. The TTC needs to meaningfully invest in expanding capacity, not just replace aging vehicles. Like bus garage capacity issues, the TTC does not have enough streetcar storage space to expand its fleet.

Additionally, with transit priority measures improving service reliability and speed, demand would rapidly surpass the added capacity if there isn't a net increase in the fleet, above what is currently planned.

1.2.3 Subway System

What we need:

- *Full funding of the TTC's base capital investment requirements.*
- *Automatic Train Control (ATC) on Yonge-University and Bloor-Danforth.*
- *ATC included in the base design of any new subway extensions.*
- *Replacement of the T1-model subway car fleet for Bloor-Danforth line.*

A lack of adequate funding for the TTC's capital budget has resulted in delays to capacity and technology improvements, leaving an aging system that has failed to keep up with demand. The TTC's 15-Year Capital Investment Plan identifies 33.5 billion in funding needed to ensure the system is in a state of good repair, maintain existing service and meet projected future ridership, 53% of this total is needed for subway maintenance and upgrades.⁵⁷

The plan identifies \$13.5 billion in unfunded projects for subway maintenance and upgrades. These include many major projects, like Line 1 and 2 Capacity Enhancements, Bloor-Yonge Capacity Improvements, Subway Car Life Extension, and Bloor-Danforth ATC Resignalling.

The consequences of years of neglect due to underfunding are already felt by riders, who wait on dangerously crowded subway platforms and have to watch two or three full subways pass by before squeezing onto the fourth one. This will get worse once the system's limits are reached by 2026.⁵⁸

The modernization of TTC technology and the expansion of existing stations are needed to enable more frequent service. These upgrades are complex, long-term projects that require large capital investments.

Automatic Train Control

The TTC's subway system is over 60 years old and much of it still operates using the original automatic block signaling system, meaning that substantial buffers must be maintained between trains. The installation of automatic train control, which will enable the TTC to reduce the buffer and increase train frequency, is underway on the Yonge-University line, but there is no funding dedicated to upgrades for the Bloor-Danforth line. While the line may not require more service today, this long and expensive upgrade process will be needed soon.⁵⁹

Fleet Upgrades

The TTC's subway train fleet for the Bloor-Danforth line (T1 trains) are not equipped with ATC technology and will reach their end of life by 2026 without a pricey, and technically challenging overhaul.⁶⁰ While some efforts are being made to extend their life, new trains with ATC capacity must be purchased in order for service to be improved. As ridership demand increases, more subway trains and storage capacity are needed to increase the service's frequency.

Station Capacity Improvements

Rush hour crowding in the TTC's busiest subway stations already poses a real safety risk for passengers, especially for young children, seniors, and people with disabilities.



As service improvements make room for more riders, addressing this capacity issue will become even more critical. For example, the Bloor-Yonge station was not designed for the number of riders transferring during peak hours. The TTC and City are planning to renovate this station to expand capacity, but they still lack certainty about full funding for the project, with only 50% of the projected costs allocated by federal funding from the Public Transit Infrastructure Fund (PTIF).^{61 62}

Figure 11: Bloor-Yonge platform crowding during a service disruption.

¹¹ Munro, Steve. (2019, May 23). TTC Crowding Quarterly Report Details. [Web blog post]. Retrieved from <https://stevemunro.ca/2019/05/23/ttc-crowding-quarterly-report-details/>.

¹² Spurr, Ben. (2019, May 31). Nearly a third of TTC bus and streetcar routes experience overcrowding, report says. *The Toronto Star*. Retrieved from <https://www.thestar.com/news/gta/2019/05/31/nearly-a-third-of-ttc-bus-and-streetcar-routes-experience-overcrowding-report-says.html>.

¹³ Toronto Transit Commission. (2019 March 21) TTC Bus Delay Data. *City of Toronto Open Data Portal* [analyzed dataset] Retrieved from <https://portal0.cf.opendata.inter.sandbox-toronto.ca/dataset/ttc-bus-delay-data/>

¹⁴ TTC Chief Customer Officer to TTC Board. (2019, June 12) Improvements to Surface Transit Schedules. Report for Action. Retrieved from https://www.ttc.ca/About_the_TTC/Commission_reports_and_information/Commission_meetings/2019/June_12/Reports/17_Improvements_to_Surface_Transit_Schedules.pdf.

¹⁵ Data from TTC real-time GPS, sampled on November 7, 2017 from 4-5 pm at northbound stop on Jane St. at Lawrence Ave. W. It shows a window in time, as the bus does not travel in these patterns every day, nor at every stop. From an analysis by Nate Wessel, University of Toronto.

¹⁶ Boisjoly, G., et al. (2018). Invest in the Ride: A 14 Year Longitudinal Analysis of the Determinants of Public Transport Ridership in 25 North American Cities. *Transport Research Part A: Policy and Practice*, 116, 434-445. doi.org/10.1016/j.tra.2018.07.005.

¹⁷ Data from TTC real-time GPS, sampled on November 7, 2017 from 5:30-6:30 pm at northbound stop on Keele St at Lawrence Ave. W. It shows a window in time, as the bus does not travel in these patterns every day, nor at every stop. From an analysis by Nate Wessel, University of Toronto.

¹⁸ Funding from Federal Public Transit Infrastructure Fund (PTIF) must be spent by the end of 2019.

¹⁹ The TTC's 2003 Ridership Growth Strategy identified 11 corridors that warranted transit priority, but were too narrow to accommodate higher-order transit/right-of-ways. Only one of these corridors, on King St., is actually operating and is on a shorter route than originally proposed.

²⁰ The provincial government provided \$260 million for York Region's Viva Yellow BRT corridor in Newmarket. Viva Yellow carries approximately 1,200 people a day, roughly the same as the TTC's 125th busiest bus route.

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- ³⁶ TTC Express Bus Network Plan calls for 38 new articulated buses, and a small number of traffic priority measures: 80 transit priority signals and three bus queue jumps at busy intersections.
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- ³⁸ Toronto Transit Commission CFO. (2017 June 15). Express Bus Network Study. [Report for Action to TTCBoard] https://www.ttc.ca/About_the_TTC/Commission_reports_and_information/Commission_meetings/2017/June_15/Reports/6_Express_Bus_Network_Study_combined.pdf
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- ⁴⁰ The Blue Night Network operates from approximately 1:30 a.m. and 5:30 a.m Monday-Saturday and until 8:00 a.m. on Sundays.
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- ⁵² City of Toronto Open Data. (2018). TTC Ridership - All Day Weekday for Surface Routes. Retrieved from <https://portal0.cf.opendata.inter.sandbox-toronto.ca/dataset/ttc-ridership-all-day-weekday-for-surface-routes>.
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⁶² City of Toronto Manager. (2019 April 16). Supplementary Report - Toronto's Transit Expansion Program - Update and Next Steps Retrieved from <https://www.toronto.ca/legdocs/mmis/2019/cc/bgrd/backgroundfile-132117.pdf>

PATH 2: FULLY ACCESSIBLE

*Accessible transit means that every passenger can ride the TTC
with dignity and respect.*

Public transit should provide an environment that feels safe and comfortable, is harassment-free and supports rider agency. The TTC must also be practically accessible for seniors, disabled people, youth, and people with language barriers. This includes proper signage, adequate communication as well as physical access.

On top of the accessibility issues with existing stations, advocates are finding that new stations are difficult for people with disabilities to navigate and access.⁶³ There is no excuse for newly designed stations or upgrades to have these issues.

Accessibility must be a key priority in the design and maintenance of our transit network if the TTC wants to uphold its ridership and provide a viable mobility option to everyone.

2.1 Free of Harassment & Descrimination

What we need:

- *An end to racial profiling and targeting of racialized and poor communities by police and TTC enforcement officers.*
- *Proper training, oversight and appropriate punitive action when TTC inspectors or TTC enforcement officers engage in harassment or use of force.*
- *Destroy any data collected on people who were not charged with an offence through unjust carding practices and don't re-employ this approach.*
- *Lower fares to ensure no one is punished for inability to pay.*

Our public transit system must be free of harassment and profiling for riders and workers if the TTC wants to offer a safe mobility option. While people across income levels, gender, age, and race don't pay their fares, marginalized people are targeted by fare inspectors due to racism, ableism, transphobia, classism and other forms of discrimination.

This means that youth, people with disabilities, racialized groups, especially Black and Indigenous people, and homeless people can feel unsafe riding the TTC.

Early 2019, the Star reported that the TTC has been carding people for the last 20 years, and data collected was being kept and used without riders' knowledge. The data showed that Black riders were disproportionately impacted (19.3%) compared to their percentage of the population (8.9%).⁶⁴ The practice has since been scrapped, but the data highlights the underlying discrimination that is occurring on the TTC.

The Auditor General and TTC frame fare evasion as a problem that needs to be solved by increasing the level of policing and expensive fines of up to \$425.⁶⁵ This ignores the fact that transit is a public service and the cost is unaffordable for many. As a society, we must strive to make transit affordable for everyone, rather than investing in increased punitive action.

2.2 Supportive Communications & Wayfinding

What we need:

- *Increased amount of universal signage, especially for people with disabilities and those who have English language barriers.*
- *Adequate in-train and on-platform communications for people who are deaf and blind.*
- *Support for people with disabilities during service disruptions, emergencies and when elevators are out of service.*

There are many ways in which wayfinding in and around subway stations is not adequate. Signage in TTC stations can often be confusing for finding elevators or just simply getting around. Braille is minimal and sometimes incorrect and elevator control panels are not accessible by widely accepted standards.^{66 67}

During emergencies or when service is disrupted or changed, people with disabilities get left behind. Communication for Deaf and Blind people is inadequate, if provided at all, and does not make travelling on the conventional system feel safe. If an elevator is out of service, the user is obliged to figure out where and how to get to the next accessible station to find an elevator that functions properly. During

the King Street Pilot, we heard from a Blind transit riders who had a lot of trouble with the temporary move of streetcar stops.

"Accessibility is still an afterthought on the TTC and it means that it's not safe for me to take the subway. During a service disruption, screens on the subway say to listen to the audio message. But I'm deaf, so that's not going to work for me!"

-A deaf and disabled TTCriders member

Better signage, adequate communications, and support during service disruptions needs to be prioritized in order to promote a sense of safety on the TTC.

2.3 Adequate Physical Infrastructure

What we need:

- *On schedule completion and full funding of subway elevator upgrades by 2025.*
- *Alternative parallel bus service on Yonge-University and Bloor-Danforth.*
- *Eliminating platform gaps at every subway station.*
- *Platform-edge doors in all TTC stations.*

Physical access is critical in making transit accessible to people who use mobility devices and parents traveling with their children in strollers. Several facets to this must be explored, including subway elevator access, platform safety, and alternative routes.

The TTC's Easier Access III program aims to make all 75 TTC stations on the subway system physically accessible by 2025.⁶⁸ While they have made progress towards this goal, some construction projects have been mired with delays and there are still 27 to be completed.⁶⁹ Recent provincial funding cuts, which amount to \$1.1 billion over the next 10 years, also put this program at risk.

Nineteen track-level deaths occurred in 2017 alone on the TTC subway tracks.⁷⁰ These deaths are preventable with the installation of platform-edge barriers.⁷¹ These barriers are an important strategy to

save lives, improve real and perceived safety for transit riders, and provide real reductions to service delays due to garbage on the tracks.⁷²

There are also times when people cannot access underground subway service safely for many reasons, including elevator breakdowns or overcrowding. Parallel bus service running the full length of the Yonge-University and Bloor-Danforth subway lines could provide a much-needed alternate route. It would also serve to alleviate some crowding on the subway by giving people who want to travel short distances an alternative route.

The gap between platforms and trains can also be too large and vary from station to station. In other words, you may be able to get on a train at a particular station, but not able to disembark at your destination. The TTC has committed to addressing this issue as part of the Easier Access III program to make all stations accessible by 2025.⁷³

2.4 Reliable Wheel-Trans Service

What we need:

- *Allow people to choose the service that makes them feel safe, comfortable and dignified for their TTC trips.*
- *Notify customers: if a vehicle is more than 10 minutes late, 5 minutes before arrival, and upon arrival.*

Wheel-Trans is in the process of introducing a “family of services” approach, which the TTC states will improve the efficiency of its services.⁷⁴ Despite being framed as an improvement to the service, its true goal is to push people with disabilities to use the mainstream system by dropping off/picking up people only at the nearest accessible station during a trip. As subway stations become accessible and low-floor vehicles are deployed on the entire streetcar network, the TTC is looking to divert customers to the conventional system.

While this approach may work well for some people with disabilities, it will also further marginalize individuals with significant challenges and put the lives of the City’s most vulnerable transit users in serious peril.



“When I go anywhere in the city, three things have to happen:

- 1. Map out my route – careful to highlight any washrooms, barriers and elevators;*
- 2. Contact the person I am meeting;*
- 3. Ask myself “What if I can’t make it?”*

In this day and age I shouldn’t have to go through these steps but as any person in a chair knows – you’re essentially on your own.”

- Franklyn McFadden, TTCriders member and Wheel-Trans user

"When I get a call back from the Wheel-Trans phone line I can't always pick up the phone fast enough. This means that I have to call back and wait again. It's very frustrating, as it means I need to wait right by the phone for up to two hours just to make sure I can pick up the phone when I have a question about my account or booking."

- Gillian Sumi, TTCriders member and Wheel-Trans

The current Wheel-Trans service also needs improvement. Using Wheel-Trans is a time consuming process. Passengers are often kept waiting for over an hour when vehicles are late, with no update or indication of when it can be expected. In addition, it's not uncommon for a driver to leave when they don't see a passenger, even if they're waiting patiently around the corner or inside the nearest building. The Wheel-Trans phone lines also

have very long wait times. The expanded accessibility measures on the TTC's conventional system are necessary, but should not reduce the ability for people to choose the option that feels safe, comfortable, and dignified.

2.5 A Fair PRESTO System

What we need:

- Bulk discounts that are available to individuals and organization for 3 or more PRESTO tickets.
- PRESTO tickets that are widely available across Toronto (a minimum of 421 resellers).
- No expiry dates on tickets.
- Free PRESTO cards with a minimum load of a single fare.

"Whatever they replace [tokens with] it has to make sense and it still has to be accessible to those of us who are on very low incomes and don't have access (to the TTC) otherwise."

- Sharon Anderson, community worker

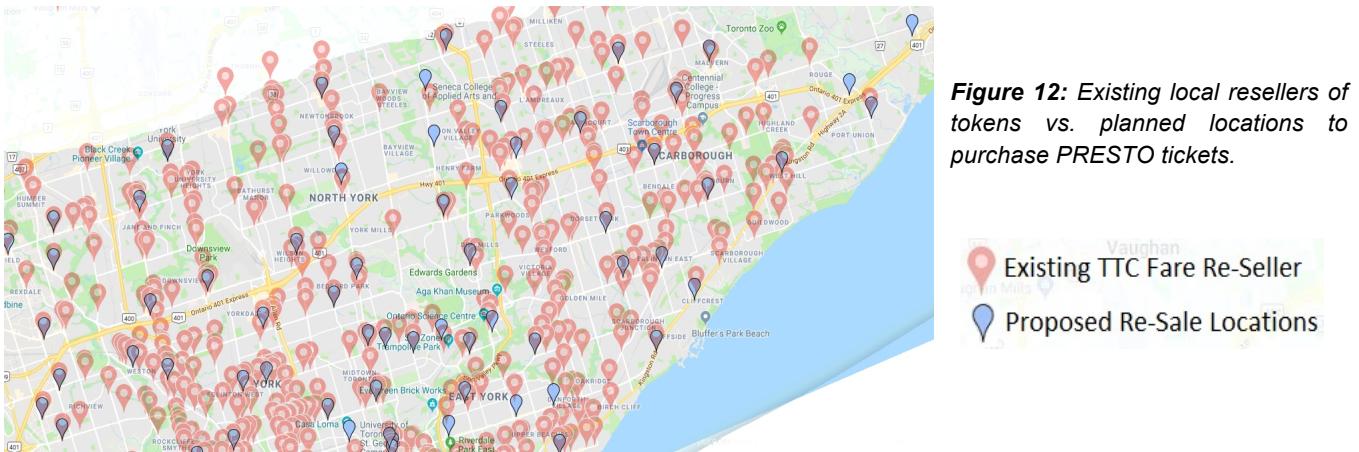
With the elimination of tokens and tickets, the number of locations to buy a fare will be drastically reduced from 1,100 locations today to 125 as of August 1st 2019. This is due to an exclusive contract between Metrolinx and Shoppers Drug Mart. This situation is absolutely unacceptable and violates a basic principle of the AODA.⁷⁵ Based on the TTC's own analysis, 421 resellers of fare media are needed to ensure adequate accessibility.⁷⁶

"Previously mom and pop shops and grocery stores were selling TTC fares and [the PRESTO ticket plan] cuts it down considerably. Imagine a senior having to walk 20 minutes with a walker because they don't have a bus fare. It's quite dangerous."

- Vincent Puhakka, a resident of Scarborough

In order for transit riders to purchase tickets or load their cards without Internet or a credit card, they will be forced to travel longer distances to reach the nearest Shoppers or Loblaws and may need to traverse large parking lots that can be dangerous for people with mobility issues.

Metrolinx has set the bulk ticket minimum to 400 per purchase (over \$1,200) and has not made public what process organizations and groups will use to access them. New single-use tickets will also have expiry dates, at 90 days for tickets purchased by individuals and 1-year for bulk purchases.⁷⁷ Expiry dates will only act as a barrier for people on low incomes, community service agencies, and local groups that provide tickets to make their programs accessible to everyone.



2.6 Safe Transit Access

Transit journeys almost always begin/end by walking or using a mobility device to get to and from transit stops, but this aspect is frequently overlooked. In 2018 alone, three people were killed walking to or from TTC facilities. At Lawrence West Station, two pedestrians have been struck and killed by buses at the same location in the past four years.⁷⁸ On January 18, 2018 Jessica Renee Salickram was struck and killed after getting off at a poorly-lit TTC bus stop on Steeles Avenue with no sidewalk, where the closest signalized crossing was 300 metres away.⁷⁹

Active transportation (walking or cycling) improvements around transit can improve safety and boost transit ridership.

An Active Transportation and Transit Integration Strategy should include:

- **Infrastructure Inventory** of pedestrian, cycling and accessibility at all TTC facilities.
- **Audits for walking, cycling and accessibility** at selected bus stops and at all subway stations.
- **Marked crossings** near all transit stops. Crosswalks should lead directly to the entrances of subway stations, rather than forcing pedestrians to walk to the nearest signalized crossing. Furthermore, pairs of bus stops must have safe methods of crossing between them. For example, button operated crossings can be used otherwise round trips become impossible, especially in the inner suburbs.
- **Continuous and accessible sidewalks** that connect to all TTC stops and stations.
- **Better transit shelters** at every stop. Shelters should be well-lit⁸⁰ at night and stops with high volumes of passengers should have larger shelters with climate control.⁸¹
- **Safe Cycling routes** that connect to all TTC subway/RT stations. 11% of TTC users ride to transit while 61% of TTC users reported being interested in riding to transit if safe infrastructure existed.⁸²
- **More bicycle parking** at TTC facilities. This should include a larger number of secure bike stations at subway stations and secure bicycle parking at all transit stops.
- **A transit vehicle and vulnerable road user strategy** including driver education, cyclist and pedestrian education campaign, and better physical infrastructure to ensure that cyclists, pedestrians and transit vehicles safely share the road.
- **Free bikeshare transfers** with TTC fares. Pittsburgh & Kansas City have free transfers from transit.

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- ⁶³ Kerr, Jaren. (2018, May 15). New TTC and GO stations difficult, dangerous for people with disabilities, advocacy group says in new video. *The Toronto Star*. Retrieved from <https://www.thestar.com/news/gta/2018/05/15/new-ttc-and-go-stations-difficult-dangerous-for-people-with-disabilities-advocacy-group-says-in-new-video.html>.
- ⁶⁴ Spurr, Ban. (2019, March 11). TTC officers have collected more than 40,000 records on riders who weren't charged with an offence. *The Toronto Star*. Retrieved from <https://www.thestar.com/news/gta/2019/03/11/ttc-officers-have-collected-more-than-40000-records-on-riders-who-werent-charged-with-an-offence.html>.
- ⁶⁵ TTC Fare Evasion. Retrieved from http://ttc.ca/Fares_and_passes/Fare_information/Fare_Evasion.jsp.
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- ⁶⁷ Aribi, Mazin. (2019 June 28). TTC Advisory Committee on Accessible Transit (ACAT). [Report to TTC Board]. Retrieved from http://www.ttc.ca/About_the_TTC/Commission_reports_and_information/Commission_meetings/2019/July_10/Reports/2_ACAT_Meeting_Minutes_May_30_2019.pdf
- ⁶⁸ Toronto Transit Commission. Easier Access Program Schedule. Retrieved on https://www.ttc.ca/About_the_TTC/Projects/Easier_Access/Easier_Access_Schedule.jsp
- ⁶⁹ Michael Smee (2019, May 3). Dupont Station accessibility project years behind schedule. *Globe and Mail*. Retrieved from: <https://www.cbc.ca/news/canada/toronto/dupont-station-accessibility-project-years-behind-schedule-1.5132103>
- ⁷⁰ BradRossTO. (2018, September 10). Last year, 19 people died by suicide on the TTC and another 26 attempted to end their life. To date in 2018, 31 people have either died by suicide or attempted to die by suicide on the TTC. There is help and hope: [#WorldSuicidePreventionDay](https://t.co/4BvMrRrGjH) [Twitter Post]. Retrieved from <https://twitter.com/bradrossTO/status/1039135843313569792>.
- ⁷¹ Platform edge barriers are a series of sliding doors barring access to the tracks. They open only once the train has stopped.
- ⁷² Vancouver TransLink consultants determined platform doors could reduce monthly transit delays, often due to objects falling onto the track, by more than half.
- ⁷³ https://www.ttc.ca/About_the_TTC/Commission_reports_and_information/Commission_meetings/2017/November_13/Reports/11_Gap_Between_Subway_Trains_and_Platforms.pdf
- ⁷⁴ Kalinowski, Tess. (2016 Feb 21). TTC wants to integrate Wheel-Trans into rest of transit. *Toronto Star*. Retrieved from <https://www.thestar.com/news/gta/2016/02/21/ttc-wants-to-integrate-wheel-trans-into-rest-of-transit.html>
- ⁷⁵ The AODA states that no area under the jurisdiction of the Act shall become less accessible.
- ⁷⁶ TTC Deputy Chief Executive Officer, Chief Customer Officer to TTC Board. (2018, June 12). PRESTO Update and Transition Overview. Report for Action. Retrieved from https://www.ttc.ca/About_the_TTC/Commission_reports_and_information/Commission_meetings/2018/June_12/Reports/13_PRESTO_Update_and_Transition_Overview.pdf.
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- ⁷⁸ Draaisma, Muriel. (2018 Nov 21). Police investigate death of woman, 57, killed by TTC bus at Lawrence West station. *CBC News*. Retrieved from <https://www.cbc.ca/news/canada/toronto/pedestrian-death-lawrence-west-police-ttc-1.4914442>
- ⁷⁹ Syed, Fatima. (2018 Jan 12). TTC stop under review after woman struck and killed after getting off bus. *Toronto Star*. Retrieved from <https://www.thestar.com/news/gta/2018/01/11/ttc-stop-under-review-after-woman-struck-and-killed-after-getting-off-bus.html>
- ⁸⁰ The City's website claims all bus shelters have interior lighting, though there are numerous shelters where it either does not exist or does not work.
- ⁸¹ These stops are usually at the intersection of two 10-minute network routes which generate a large number of transferring customers.
- ⁸² TTC Chief Executive Officer to TTC Board. (2016, February 25). TTC Bicycle Initiatives. Staff Report Action Required. Retrieved from <https://www.toronto.ca/legdocs/mmis/2016/pw/bgrd/backgroundfile-90905.pdf>.

PATH 3: AFFORDABLE FOR ALL

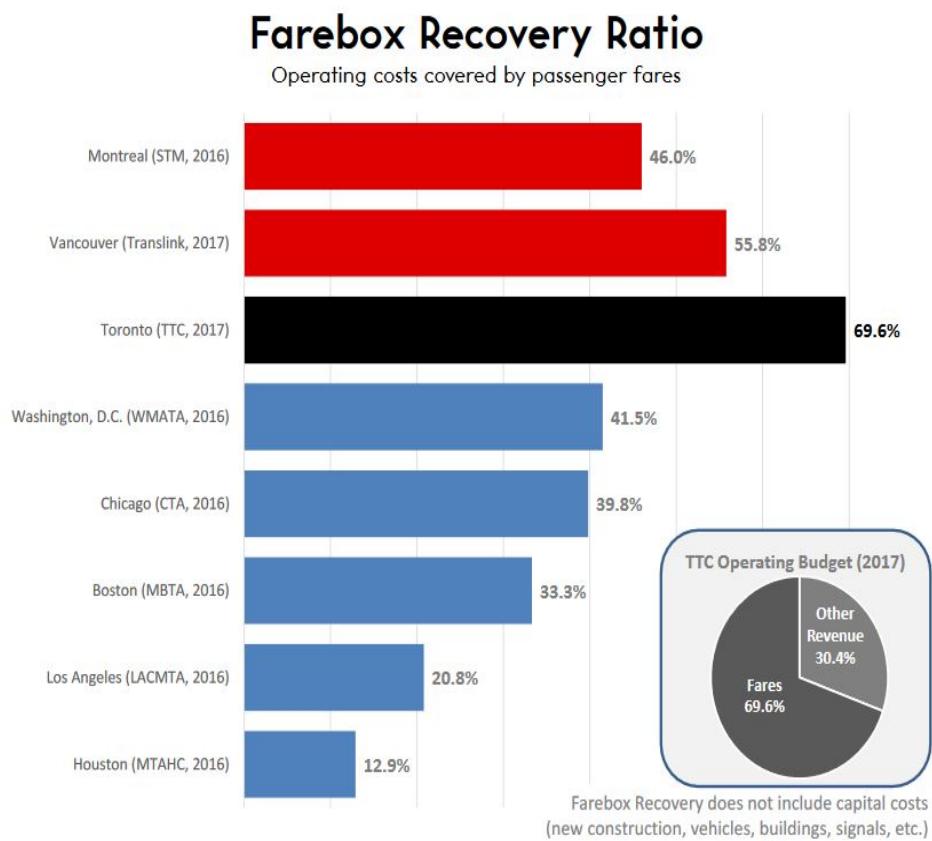
Affordable transit means that the cost of taking it is within everyone's means, regardless of income-level, employment status, or location.

The high cost of transit is a fundamental barrier for many Torontonians and has a significant impact on ridership. During the 1990s, fares were increased 50% faster than the rate of inflation, leading to a steep decline in ridership.⁸³ To make matters worse, a lack of fare integration means that people crossing city boundaries must pay multiple fares for a single trip.

3.1 Lower Fares

What we need:

- *Free TTC rides for people on social assistance as well as on extreme weather alert days.*
- *Deeper discounts: \$50 passes and \$1 fares for all low income people.*
- *The cost of a Metropass should be based on 37.5 trips per month, which is the average value used for monthly passes in other major North American cities.*
- *10% fare reduction to all single fares.*



The TTC has one of the highest farebox recovery ratios in North America at 63% in 2018.⁸⁴ This means that riders contribute 63% of operating costs of the system, while municipal and provincial governments only contribute 37%. This means that people are paying \$506 more per year to take transit than they were in 2009.

The cost of single fares and monthly passes have risen at more than twice the rate of inflation over the past ten years. A lack of adequate funding has lead to the TTC asking riders to pay more for the same service.

Figure 13: Farebox Recovery Ratio comparison with like-transit agencies.⁸⁵

Existing discounts are not deep enough for people earning low or fixed incomes. An average family of four with two minimum wage earners spends 20-35% of their after-tax, after-rent income on transit.⁸⁶ We must significantly reduce the cost of transit fares to make this vital public service affordable for everyone.

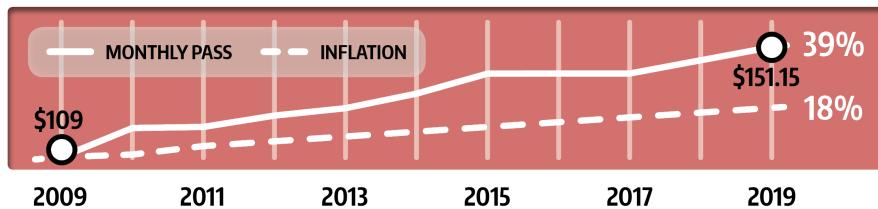


Figure 14: The increasing cost of fares compared to the rate of inflation since 2009.^{87 88}

The TTC's monthly pass is one of the most expensive in North America and requires 45 rides per month just to break even (just under 2 rides/day 6 days a week). This is significantly higher than comparable transit agencies across North America, which have an average break even point of 37.5 trips.⁸⁹ If the TTC used this as a basis for the cost, it would be \$122 per month and would increase ridership by approximately 3.8 million passengers/year.

Alternatively, a more equitable approach to encourage high ridership would be to cap fares at a preset maximum cost per day, week or month. This would allow someone who cannot afford the upfront cost of a pass access to the discount.

"Even with the discounted Fair Pass, I can barely afford to take transit."

- Cathy Line, a 57-year-old Scarborough resident who uses a mobility scooter, and relies on the Fair Pass to pay for TTC Wheel Trans trips

Affordable access to transit for low income people in Toronto is necessary. The Fair Pass program was approved by Toronto City Council in December 2016, but is still not fully funded.⁹⁰ The Fair Pass program discounts TTC fares to \$2.05 and passes to \$119.15 and includes the following three phases:

- Phase 1 [Funded in 2018]: People receiving social assistance through Ontario Works (OW) and Ontario Disability Support Program (ODSP) (funded in 2018).
- Phase 2 [Funded in 2019]: People who receive child care supports (funded) and housing supports (delayed to 2020).
- Phase 3 [Expected in 2020]: People with income below the Low-Income Measure +15%.

I feel more involved in getting out. Being diabetic, the pass is a good way to travel at a lower cost. The problem here is I still need it to be covered by the ODSP to not use my special diet money. I need to go to food banks... and get groceries... I need to go to the doctors office...

- Fair Pass Survey respondent, Fair Fare Coalition

While the development of this program is a good start, 60% of people using the pass who were surveyed by the Fair Fare Coalition said that the discounts are still not deep enough. Toronto has one of the most expensive monthly passes in North America, and the discounts for the Fair Pass program are among the weakest. Other cities across Canada offer much deeper discounts on their monthly passes in both relative and absolute terms.

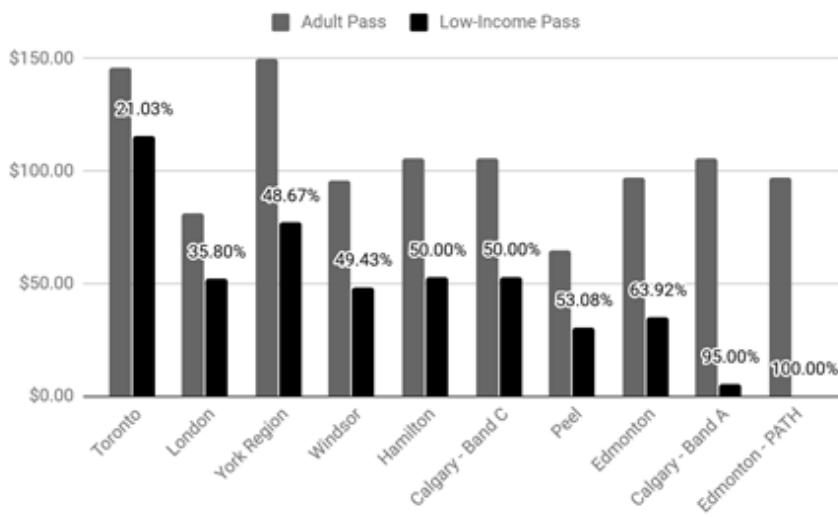


Figure 15: Comparison of low-income pass discounts in municipalities across Canada.⁹¹

SUCCESS STORY –

Two cities providing exceptional leadership are Edmonton and Calgary, who have sliding scale discounts depending on household income levels. Calgary's program includes a 95% discount for people earning very low incomes⁹², while Edmonton offers a free transit pass for people who are experiencing or at risk of homelessness⁹³.

As long as the TTC is not free for people on social assistance and for people who are homeless, extreme weather poses a significant threat to their health and safety. The inquest into the 2015 death of Grant Faulkner, a homeless man who died in Scarborough, recommended that the TTC and Metrolinx “ensure appropriate access to transportation for individuals who are homeless.”⁹⁴ The TTC must be free on extreme weather alert days to ensure that people can travel to shelter during freezing weather.

3.2 Fair Fare Integration

What we need:

- One fare in the 416 for TTC, GO, and UPX.
- TTC-905 fare integration: 2-hour timed transfer.
- Reinstate YRT/VIVA and GO service to York University Keele Campus immediately.

The Greater Toronto and Hamilton Area (GTHA) contains nearly a dozen transit agencies. Currently, each agency sets its own fare policy independently, with varying degrees of coordination.⁹⁵ Approximately 63,000 transfers are made daily by riders between 905 agencies and the TTC.⁹⁶ While many agencies in the 905 have two-hour transfer agreements for multi-agency trips, the TTC has been slow to adopt any fare integration policies due to lack of funding.⁹⁷



"The abrupt removal of direct Metrolinx GO services to York University without fare integration between the two transportation services means that I have to pay 30% more to get to campus, and account for more than one service disruption to ensure I can start my tutorials on time. More of my time and my money are being wasted on this new transition. I call on Metrolinx to resume direct GO bus services to York University Keele Campus.

- Rawan Abdelbaki, student, York University

This actively discourages people from taking transit because people must choose between paying high double fares or single-agency commutes that are slow and long. Many students at York University who travel from Mississauga, Brampton and York Region have decided that “The Better Way” is to walk or take an Uber to class.

In 2018, the Provincial Liberal Government funded a \$1.50 fare discount for riders transferring between GO or the UP Express and the TTC.⁹⁸ This new discount resulted in approximately 20% more transfers in the first four months of implementation.⁹⁹ This was an important first step, but transferring cross-agency is still cost-prohibitive for many residents. By 2019, this discount was already in jeopardy due to funding cuts and a change in government.¹⁰⁰

Metrolinx, the provincial transit authority, has long recognized the importance of fare integration in the region.¹⁰¹ However, their proposals likely increase base fares and would create more problems for riders than they would solve. They have advanced fare-by-distance and fare-by-speed models where riders would pay more for longer or faster trips. Fare-by-distance would disproportionately hurt low-income transit riders in Toronto’s inner suburbs, who already struggle with long commutes and the high cost of TTC fares. Fare-by-speed would create a two-tiered transit system, forcing low-income riders off rapid transit entirely, leaving them to ride the slower transit lines. In addition, the surface network is designed to interact as a feeder for the subway. With higher fares for speed, the entire system would need to be reorganized to accommodate higher volumes of long-distance travel on bus and streetcar routes.

The previous provincial government committed to a single fare approach for all transit agencies in the GTHA, but it has yet to be implemented. This approach has the potential to grow ridership across all systems and alleviate some of the worst overcrowding on the TTC’s subway network.

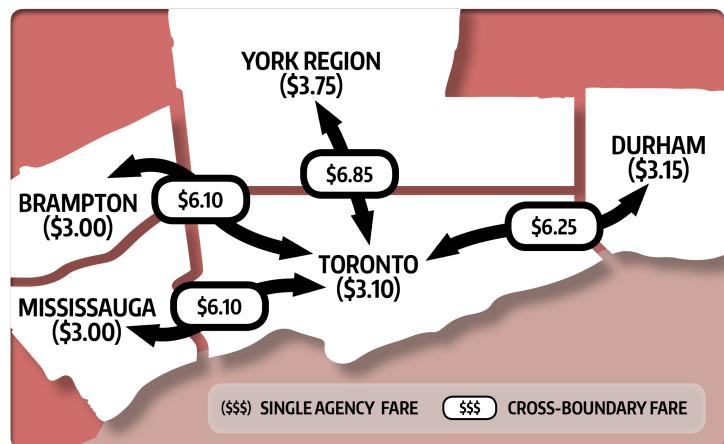


Figure 16: Map of cross-boundary trip cost.¹⁰²

⁸³ Attachment 2: Analysis of the Influencing Factors used in the Assessment of the Proposed On-Street Paid Parking Changes. (2017). Retrieved from <https://www.toronto.ca/legdocs/mmis/2017/gm/bgrd/backgroundfile-106772.pdf>. Ridership declined from 463 million in 1988 to 372 million in 1997.

⁸⁴ City of Toronto. (2019, March 7). 2019 Capital and Operating Budgets. Retrieved from <http://app.toronto.ca/tmmis/viewAgendaItemHistory.do?item=2019.EX2.5>.

⁸⁵ CodeRedTO. (2018). *Mixed Signals: Toronto Transit in a North American Context*. Retrieved from https://coderedto.com/wp-content/uploads/2018/11/CodeRedTO_MixedSignals.pdf.

⁸⁶ City of Toronto Manager. (2016 November). Fair Pass: Transit Fare Equity Program for Low-Income Torontonians. Report for Action to Executive Committee. Retrieved from <https://www.toronto.ca/legdocs/mmis/2016/ex/bgrd/backgroundfile-98467.pdf>

⁸⁷ Toronto Transit Commission. Various pages. News. Retrieved from <https://www.ttc.ca/News/index.jsp> [individual links listed in calculations google sheet: https://docs.google.com/spreadsheets/u/1/d/11bAzbICOK8MKcUpIGFMMptr_rDVV5KhJpsvES0uVcCA/edit#gid=368732446]

⁸⁸ Trading Economics. (2019) Canada Inflation Rate [Web page] Retrieved from <https://tradingeconomics.com/canada/inflation-cpi>

⁸⁹ CodeRedTO. (2018). *Mixed Signals: Toronto Transit in a North American Context*. Retrieved from https://coderedto.com/wp-content/uploads/2018/11/CodeRedTO_MixedSignals.pdf

⁹⁰ City of Toronto. Fair Pass Discount Program. Retrieved from <https://www.toronto.ca/community-people/employment-social-support/support-for-people-in-financial-need/assistance-through-ontario-works/transit-discount/>

⁹¹ Data sourced from current fare schedules on websites of respective transit agencies.

⁹² Edmonton Transit Service. (2019 July 24) Providing Accessible Transit Here. Retrieved from <https://www.edmonton.ca/ets/access-pass.aspx>

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- ⁹³ City of Calgary. (2018 June 17). Calgary Transit Fare and Revenue Framework. Retrieved from <https://pub-calgary.escribemeetings.com/filestream.ashx?DocumentId=58443>
- ⁹⁴ Office of the Chief Coroner. (2018 May 30). Verdict of Coroner's Jury: OCC Inquest Faulkner. *Ministry of the Solicitor General*. Retrieved from <https://www.mscs.jus.gov.on.ca/english/DeathInvestigations/Inquests/VerdictsandRecommendations/OCCInquestFaulkner2018.html>
- ⁹⁵ Metrolinx. (2015 September 24). Backgrounder: Transit Fares in the GTHA Today. Retrieved from http://www.metrolinx.com/en/regionalplanning/fareintegration/Transit_Fares_in_the_GTHA_Today-An_Overview_EN.pdf
- ⁹⁶ Woo, Leslie, Chief Planning and Development Officer to Metrolinx Board of Directors. (2018, April 26). GTHA Fare Integration Update, Memorandum. Retrieved from http://www.metrolinx.com/en/docs/pdf/board_agenda/20180426/20180426_BoardMtg_Fare_Integration_EN.pdf.
- ⁹⁷ Agencies of Brampton, Burlington, Hamilton, Mississauga, Oakville, and York have agreements to honour 2-hour transfers across-boundaries.
- ⁹⁸ Woo, Leslie. (2017 October 26). GO/UP-TTC Discounted Double Fare [Memorandum]. Retrieved from http://www.metrolinx.com/en/docs/pdf/board_agenda/20171026/20171026_BoardMtg_GO_TTC_Discount_EN.pdf
- ⁹⁹ Woo, Leslie, Chief Planning and Development Officer to Metrolinx Board of Directors. (2018, April 26). GTHA Fare Integration Update, Memorandum. Retrieved from http://www.metrolinx.com/en/docs/pdf/board_agenda/20180426/20180426_BoardMtg_Fare_Integration_EN.pdf.
- ¹⁰⁰ The Canadian Press. (2019 July 9). Ford Government cuts subsidy for discounted GO Transit, TTC fares. *CityNews*. Retrieved from <https://toronto.citynews.ca/2019/07/09/ford-government-cuts-subsidy-ttc-go-transit-subsidy/>
- ¹⁰¹ Steer davies gleave. (2017 September). GTHA Fare Integration: Draft Preliminary Business Case. Prepared for Metrolinx. Retrieved from <http://www.metrolinx.com/en/regionalplanning/fareintegration/Draft%20Preliminary%20Business%20Case%20for%20Fare%20Integration%20in%20the%20GTHA%20v4.0.pdf>
- ¹⁰² Multiple webpages of individual municipalities. [individual links listed in calculations spreadsheet: https://docs.google.com/spreadsheets/d/11bAzbICOK8MKcUpIGFMptr_rDVV5KhJpsvES0uVcCA/edit#gid=368732446]

PATH 4: CITY-WIDE RAPID TRANSIT

City-wide rapid transit means a combination of subways, LRTs, dedicated bus lanes and electrified GO lines that reach all corners of the city and complement good local service.

What we need:

- *Build publicly financed, maintained, and operated rapid transit projects and reject the use of public-private partnerships.*
- *Establish consistent criteria for recommending higher order transit (such as ridership levels), cost-effectiveness and existing access to transit.*
- *Prioritize neighbourhoods in Toronto's inner suburbs (Scarborough, North York, Etobicoke) that are underserved by our existing network and routes that experience high ridership and dangerous overcrowding, such as the Downtown Relief Line.*
- *Sign robust Community Benefit Agreements for every project.*
- *Support for inclusive and sustainable communities through rent control and deeply affordable housing.*

In the long-term, the TTC needs an integrated network of subways, light rail transit lines, dedicated bus lanes, and electrified GO lines to address the mobility needs of Toronto's growing population and to serve our communities well.

We need a fast and reliable transit network across the city that serves our communities and enhances the existing service. All corners of the city deserve better transit that supports decent work, affordable housing, and a fair local economy and does not displace the people that live there. Transit projects and improvements must also be evidence-based, cost-effective, and serve the communities that need it most.

Table 1: Proposed Rapid Transit Corridors, 2003

Road Segment	Implemented? (as of July 23 2019)
First Priority or Over Capacity by 2011	
St. Clair Avenue W. (Yonge to Runnymede)	Yes
Downsview Station to York University	Yes
Eglinton Ave. (Weston to Leslie)	Under Construction
Eglinton Ave. E. (Leslie to Kennedy Stn)	Under Construction
King St. (Parliament to Dufferin)	Yes
Yonge St. (Finch to Steeles)	Under Study
Eglinton Ave E. (Kennedy Station to Guildwood GO)	Under Study
Pape Ave. (Danforth to Millwood)	Under Study
Queen St. (Dufferin to Carlaw)	No
Carlton St. (Yonge to Parliament)	No
Dufferin St. (King to Bloor)	No
Victoria Park Ave. (Danforth to St. Clair)	No
Finch Ave. E. (Yonge to Warden)	No
Steeles Ave. E. (Yonge to Don Mills)	No
Dundas St. W. (Kipling to City Limit)	No
Lawrence Ave. W. (Spadina Line to Jane)	No
McCowan Rd. (Scarborough Centre to Finch)	No
Second Priority	
Overlea Blvd. / Don Mills Rd. (Millwood to Steeles)	Under Study
Eglinton Avenue W. (Weston to Renforth)	Under Study
Sheppard Ave. E (Don Mills to Scarborough Centre)	Deferred Indefinitely
Lawrence Ave. E. (Victoria Park to Lawrence East Stn)	No
Lawrence Ave. E. (Lawrence East Stn. to Morningside)	No

The TTC's 2003 Ridership Growth Strategy identified 22 corridors that required rapid transit development, which promised to grow ridership by 22 million passengers annually.¹⁰³ After 16 years, rapid transit has only been implemented on three of these corridors, while only two others are under construction.

4.1 Public-Private Partnerships (P3's)

Billions of dollars are being spent on transit infrastructure in Ontario. But some of this public money is turning into profit for multinational corporations, instead of delivering the best value for taxpayers. Public-private partnerships (P3's) cost more and are less accountable to the public.¹⁰⁴

Public-private partnerships (P3's) are long-term contracts between a government and a group of private companies to finance, build, operate and sometimes own a project or service on behalf of the government.¹⁰⁵ While these types of partnerships enable governments to build large public infrastructure with less upfront cost, they risk costing way more in the long-term due to project delays, lack of oversight and guaranteed profit shares for the private partners.

Recent transit privatization projects in Ontario have cost the public more and delivered less. For example, PRESTO is a public-private partnership (P3) that is projected to be nearly \$1 billion over budget. Ontario's Auditor General has warned that PRESTO may become one of the most expensive fare card systems in the world.¹⁰⁶

Transit must be publicly owned, operated and maintained to provide the greatest benefit for riders.

4.2 Supporting Sustainable Communities

Transit projects are an opportunity to invest in the local community. Community Benefits Agreements (CBAs) are one tool to ensure that public investment in infrastructure projects promote economic inclusion for residents and contribute to sustainable local communities.¹⁰⁷ These agreements, between community groups and the developer or investor, can guarantee apprenticeships and employment for local residents, neighbourhood and environmental improvements and funding for social enterprises and/or local small businesses.

Thanks to Metrolinx's adoption of a Community Benefits Framework, the Eglinton Crosstown LRT project includes minimum requirements for tradespeople and apprentices from historically marginalized and equity seeking groups and apprenticeship plans to meet these goals.¹⁰⁸ Building on this work, the Jane and Finch community is pushing for the development of a community hub to be included in the CBA for the Finch West LRT project,¹⁰⁹ in addition to the same job targets.

When new rapid transit comes to a neighbourhood, it also leads to increased property values and development. While this can be beneficial to owners in the area, it can also cause the displacement of local residents and small businesses due to increased residential and commercial rent. Strong housing protections for local residents are needed to ensure they are able to benefit from the transit that gets built, while deeply affordable housing should be a major requirement in any new developments along the corridors.

4.3 Bus Rapid Transit (BRT) Network

What we need:

- Transform Toronto's Express Bus Network into an integrated city-wide BRT Network.

With adequate resources and infrastructure, Toronto's express bus services could be upgraded to Bus Rapid Transit (BRT)¹¹⁰ standards, which would greatly expand Toronto's rapid transit network at a fraction of the cost of expensive subway projects. Implementing BRT systems would include having dedicated bus lanes and signal priority along all routes to allow for quick trips unimpeded by congestion. The stops on these routes should also include larger, well-lit shelters, off-board payment options, and all-door boarding¹¹¹ to improve customer experience and to speed up travel times.

Bus rapid transit is a cost-effective way to effectively improve service in neighbourhoods across the city that are currently underserved by our transit system. BRT-type bus systems have been proposed in many forms by the TTC in the past. These projects would be an investment in long term rapid transit expansion, a commitment to growth in ridership and the development of right-of-way infrastructure needed for future projects.

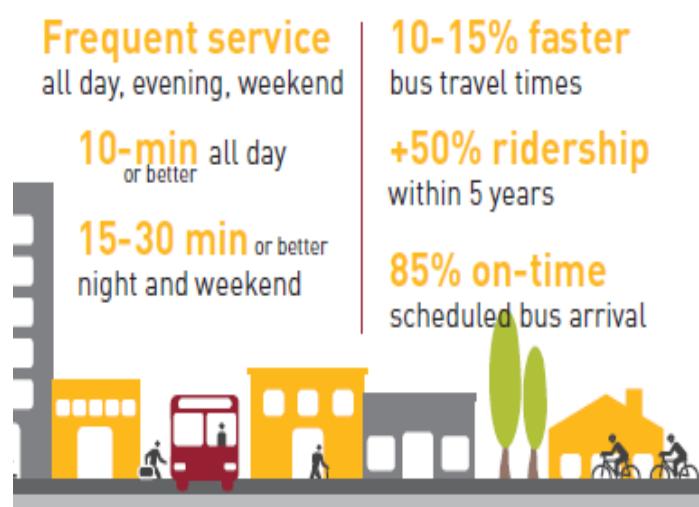


Figure 17: Seattle RapidRide Service Standards.¹¹²

EXAMPLE – Seattle RapidRide:

Launched in 2010, Seattle's RapidRide is a BRT-like system that operates on six routes, with seven planned expansions by 2025. RapidRide stops are spaced similarly to TTC express stops, but feature numerous transit priority measures, such as queue jump lanes, signal priority and dedicated lanes. The routes also feature distinctive buses and enhanced stations equipped with next-bus arrival information, real-time announcements and off-board fare payment. The three newest RapidRide routes saw an average ridership jump 87% since launching.¹¹³

4.4 Light Rail Transit (LRT) Network

What we need:

- Build the planned LRT lines on Finch West, Eglinton West & East (in extension to the Crosstown), Jane, Waterfront Transit Reset, and Sheppard East.
- Replace the Scarborough RT with modern light rail as well as complete its originally planned extension to Sheppard and Progress Avenues.

Unlike many other cities in North America, Toronto has historically provided frequent bus service in the suburbs; which has partially made up for the lack of rapid transit expansion since 1985. However, the demographics of inner suburbs like Scarborough, Etobicoke and North York have changed. They were planned in the 1950's and 60's for middle class families with cars but are now home to much of Toronto's fabled diversity with a wide range of incomes.¹¹⁴ Many cannot afford cars or would prefer the

freedom that comes from public transit,¹¹⁵ ¹¹⁶ but service cuts and deferred investment have led to overcrowding on many suburban bus routes driving away potential riders.¹¹⁷ Building surface light rail on major arterials will alleviate overcrowding, grow ridership and bring high quality transit to areas deprived of it.

Politically driven campaigns against light rail transit have been waged in Toronto for a decade, making it difficult to get projects built. In 2009, Toronto's Transit City plan was set to bring rapid transit to Toronto's outer neighbourhoods. The majority of these projects have not been built, relegating those transit riders to crowded buses. The original replacement for the Scarborough Rapid Transit line was supposed to open in 2015 for the PanAm games, and now the best case scenario is the 2030's.

"How much longer do Scarborough transit riders have to suffer three hour daily commutes? Twenty years? Thirty years? For the same amount of money as a three-stop subway we could build a fifty-stop LRT network that helps 1 in 6 Scarborough residents get to where they're going faster."

- Jamaal Myers, Scarborough resident and member of Scarborough Transit Action

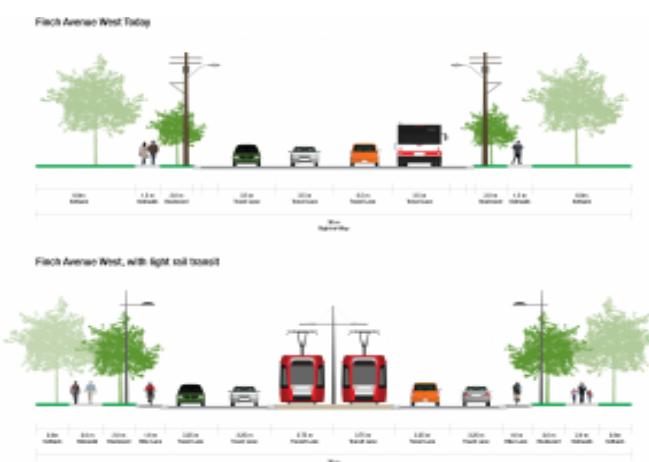


Figure 18: LRT stations and vehicles fit in well on wide suburban streets.

Stops will be further apart than a local bus or streetcar, but closer than subway stations currently in suburban areas. This would allow for faster surface trips compared to other surface routes that still serve the local neighbourhoods.

4.5 Subway Network

What we need:

- Prioritize Relief Lines (RL) over other subway extensions to ensure that they are completed on schedule and without delays due to a lack of funding.
 - Publicly financed, operated, and maintained as part of the TTC network.
 - Provide transit access to the underserved communities of Thorncliffe Park and Flemingdon Park.

4

- Extend RL to Sheppard to relieve upstream congestion on the Yonge Line.
- Segment between Pape/Danforth and Don Mills/Eglinton is expedited to open with Relief Line South.

The subway is already at capacity during rush hour and Bloor-Yonge station is dangerously overcrowded during this time. The Eglinton Crosstown will also put added pressure on Line 1 when it opens in 2021.¹¹⁹ The Relief Line is a vital project for relieving overcrowding and building more ridership on the TTC and must be seen as a prerequisite for further expanding the subway network.

Transit riders need a relief line that serves the whole city. The chosen route should be as accessible to as many Torontonians as possible, especially those who currently have limited transit options. Planning should seek to maximize network benefits rather than just providing peak period relief.

Studies show that even the shortest version of the Relief Line will be, on opening day, the 3rd-most used transit line at 177,100 riders per day. By 2041, the Relief Line with extension to Sheppard is estimated to bring up to 30,400 new riders per day.¹²⁰ The first phase of the Relief Line will alleviate overcrowding at Bloor-Yonge Station and serve Moss Park, the Unilever employment hub, and communities east of the Don Valley. The line's extension north to Eglinton, and eventually Sheppard, will greatly reduce congestion on the Yonge-University Line and provide an entirely new way for residents in East York, North York and Scarborough to move through the city.

¹⁰³ Toronto Transit Commission. (2003 March) Ridership Growth Strategy. Retrieved from: https://www.ttc.ca/PDF/Transit_Planning/ridership_growth_strategy_2003.pdf

¹⁰⁴ Auditor General. (2014). Annual Report. Retrieved from: <http://www.auditor.on.ca/en/content/annualreports/arreports/en14/305en14.pdf>

¹⁰⁵ The World Bank Group. (2019). PPP Basics: What and why. PPP Knowledge Lab Retrieved from <https://pppknowledgelab.org/guide/sections/2-ppp-basics-what-and-why>

¹⁰⁶ Kalinowski, Tess. (2012 Dec 02). Auditor General says presto smart card cost has ballooned to 700 million. *Toronto Star*. Retrieved from https://www.thestar.com/news/city_hall/2012/12/12/auditor_general_says_presto_smart_card_cost_has_ballooned_to_700_million.html

¹⁰⁷ Ditta, Sara and Jamie Van Ymeren. (2017 July). Delivering Benefit (Mowat Research #153). Toronto, Ontario: Mowat Centre. Retrieved from https://ccednet-rcdec.ca/sites/ccednet-rcdec.ca/files/deliveringBenefit_-_achieving_community_benefits_in_ontario.pdf

¹⁰⁸ Toronto Community Benefits Network. (2017 December 12). Eglinton Crosstown LRT Community Benefits Programs And Plans. Retrieved from https://www.communitybenefits.ca/eglinton_crosstown_lrt

¹⁰⁹ Toronto Community Benefits Network. Finch LRT. Retrieved from <https://www.communitybenefits.ca/finchforward>

¹¹⁰ Bus Rapid Transit (BRT) is a rubber-tired rapid transit service that combines stations, vehicles, running ways and a flexible operating plan into a high-quality, customer-focused service that is fast, reliable, comfortable and cost-efficient.

¹¹¹ The TTC estimates the time it takes customers to board a bus represents 20% of that route's scheduled time on the road.

¹¹² Seattle Department of Transportation. (2017 June). Seattle RapidRide Expansion Program. Retrieved from

https://www.seattle.gov/Documents/Departments/SDOT/TransitProgram/RapidRide/RREP_Plan_FINAL_062217_WEB.PDF

¹¹³ Ibid.

¹¹⁴ Keung, Nicholas. (2013, May 7). Toronto's immigrant enclaves spread to suburbs. *The Toronto Star*. Retrieved from https://www.thestar.com/news/immigration/2013/05/07/torontos_immigrant_enclaves_spread_to_suburbs.html.

¹¹⁵ Hulchanski, J. David. (2010). *The Three Cities Within Toronto: Income Polarization Among Toronto's Neighbourhoods, 1970-2005*. Toronto: Cities Centre, University of Toronto. Retrieved from <http://www.urbancentre.utoronto.ca/pdfs/cjurp/trnr/Three-Cities-Within-Toronto-2010-Final.pdf>.

¹¹⁶ Harris, Tamar. (2018, July 22). 28 per cent of Toronto households don't have a car — including many suburban homes. Here's how they make it work. *The Toronto Star*. Retrieved from <https://www.thestar.com/news/gta/2018/07/18/28-per-cent-of-toronto-households-dont-have-a-car-including-many-suburban-homes-heres-how-they-make-it-work.html>.

¹¹⁷ Munro, Steve. (2018, February 3). Crowding on the TTC [Web blog post]. Retrieved from <https://stevemunro.ca/2018/02/03/crowding-on-the-ttc/>.

¹¹⁸ Even articulated buses deployed on busy routes only carry up to 112 people.

¹¹⁹ Eglinton Crosstown Backgrounder, Metrolinx. Retrieved from <http://www.thecrosstown.ca/the-project/fact-sheets/eglinton-crosstown>.

¹²⁰ TTC and City of Toronto. (2016). Developing Toronto's Transit Network Plan to 2031, Attachment 6: Relief Line Subway Internal Business Case. Retrieved from <https://www.toronto.ca/legdocs/mmis/2016/ex/bgrd/backgroundfile-94624.pdf>.

EQUITABLE REVENUE TOOLS

Truly equitable revenue tools are ways for governments to raise money through fees and taxes that are based on ability to pay and benefits received so that they do not put an additional burden on low-income people and families.

Our ridership growth strategy is robust. It demands great things because great things are needed, but great things also require stable and predictable funding. As demonstrated in [CodeRedTO's Mixed Signals](#) report, Toronto is currently the least funded major transit system in North America.¹²¹ To implement our ridership growth strategy, this must change. For ridership to grow, we need increased service as well as reduced fares. We need new revenue tools to be able to make this happen from all levels of government.

We support a smart, diverse and balanced approach in evaluating funding options, preferably using revenue streams that best reflect our guiding principles:

- That they are progressive, equitable and socially just;
- That they promote environmental sustainability;
- That they are financially effective, meaning they raise sufficient amounts of money, and it's not expensive to collect that money;
- That they are publicly beneficial in keeping assets publicly owned and maintained.

This list of revenue tools is not intended to be prescriptive and it's just a start. TTCriders would support a variety of other revenue tools, provided they meet our guiding principles. It is also important that equity measures be used to render a tax policy more progressive and equitable. For example, increasing property taxes can negatively impact tenants by increasing their rents. To mitigate this impact, requirements can be included to ensure that the increase is not passed along to them.

Revenue Tool	Jurisdiction	Equity Measures (if needed)	Basis of Estimate	Estimated Revenue¹²²
Property Tax	Municipal	-decrease amount paid by tenants -higher tax on very expensive homes -defer for owners on fixed income	1% increase	\$26 million ¹²³
Parking Levy	Municipal		\$0.50 per spot / day on both paid and unpaid spaces	\$171.3 million ¹²⁴
Ridesharing Fee	Municipal		\$0.50 per ride with a \$5 charge for airport pickups	\$30-40 million ¹²⁵
Progressive Sales Tax	Municipal/ Provincial	-increased HST rebates -exempt essential goods	0.5%	\$125 million ¹²⁶
Vehicle Registration Tax	Municipal/ Provincial	Formula based on car value, mileage, and number of drivers/dependents	\$60 per vehicle/year	\$55 million ¹²⁷

Development Charges	Municipal		Recent increases to charge (30-94% increase depending on unit type)	\$240 million ¹²⁸
Corporate Income Tax	Provincial/Federal	-apply to big corporations only	0.5%	\$145 million ¹²⁹
Gas Tax	Provincial/Federal	-provide rebates for low-income earners	Additional 2 cents	\$185 million ¹³⁰
Personal Income Tax	Provincial/Federal	-apply to high income earners only	1%	\$580 million ¹³¹
Don Valley Parkway and Gardiner Road Tolls	Provincial/Municipal	-rebates and/or discounted passes for low-income people	\$0.10 per km for peak hours \$.05 per km for non-peak hours	\$78 million ¹³²
Downtown Cordon Road Tolls	Provincial/Municipal	-rebates and/or discounted passes for low-income people	\$5 for all day vehicle entry	\$89 million ¹³³

In 2018, the TTC operating subsidy was \$1.14 per ride, with riders paying most of the remaining cost.¹³⁴ The province currently contributes about \$185 million per year to the TTC. Of that total, \$91.6 million is used for operations, which equals 15% of the TTC's operating subsidy, or \$0.18 per ride.¹³⁵ The rest is used for critical maintenance and accessibility upgrades.

TTCriders is calling for a higher operating subsidy of \$2.60 per TTC ride, with the province paying 50%.

¹²¹ The TTC has the highest farebox recovery ratio, lowest overall subsidy, lowest subsidy per rider, and lowest overall revenue per rider among the many Canadian and American cities studied in CodeRedTO's Mixed Signals report. See: CodeRedTO. (2018). *Mixed Signals: Toronto Transit in a North American Context*. Retrieved from https://coderedto.com/wp-content/uploads/2018/11/CodeRedTO_MixedSignals.pdf.

¹²² Based on available estimates. May not include application of equity measures.

¹²³ City of Toronto 2019 Capital and Operating Budgets. (2019, March 7). Retrieved from <http://app.toronto.ca/tmmis/viewAgendaItemHistory.do?item=2019.EX2.5>.

¹²⁴ KPMG. (2016 June). City of Toronto Revenue Options Study. Retrevied from <https://www.toronto.ca/legdocs/mmis/2016/ex/bgrd/backgroundfile-94513.pdf>

¹²⁵ City Of Chicago. (2018). 2018 Budget Overview https://www.chicago.gov/content/dam/city/depts/obm/supp_info/2018Budget/2018_Budget_Overview.pdf

¹²⁶ KPMG. (2016). City of Toronto - Revenue Options Study. Retrieved from <https://www.toronto.ca/legdocs/mmis/2016/ex/bgrd/backgroundfile-94513.pdf>.

¹²⁷ City of Toronto 2019 Capital and Operating Budgets. (2019, March 7). Retrieved from <http://app.toronto.ca/tmmis/viewAgendaItemHistory.do?item=2019.EX2.5>.

¹²⁸ City of Toronto.(2018 April 16). 2018 Development Charges By-law Review. Retrieved from <https://www.toronto.ca/wp-content/uploads/2018/04/978a-DC-Review-Fact-Sheet-April-16.pdf>

¹²⁹ KPMG. (2016). City of Toronto - Revenue Options Study. Retrieved from <https://www.toronto.ca/legdocs/mmis/2016/ex/bgrd/backgroundfile-94513.pdf>.

¹³⁰ Ministry of Transportation. (2019 January). 2018-19 Gas Tax Funding by Municipality. Retrieved from <https://news.ontario.ca/mto/en/2019/01/2018-19-gas-tax-funding-by-municipality.html>

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- ¹³¹ KPMG. (2016). City of Toronto - Revenue Options Study. Retrieved from <https://www.toronto.ca/legdocs/mmis/2016/ex/bgrd/backgroundfile-94513.pdf>.
- ¹³² City of Toronto. (2007). A Discussion of Public Policy Revenue Tools under the City of Toronto Act, 2006.
- ¹³³ KPMG. (2016). City of Toronto - Revenue Options Study. Retrieved from <https://www.toronto.ca/legdocs/mmis/2016/ex/bgrd/backgroundfile-94513.pdf>.
- ¹³⁴ TTC CFO. (2019). 2019 TTC and Wheel-Trans Operating Budgets. Retrieved from https://www.ttc.ca/About_the_TTC/Commission_reports_and_information/Commission_meetings/2019/January_24/Reports/11_2019_TTC_and_Wheel-Trans_Operating_Budgets.pdf
- ¹³⁵ City Manager and the Chief Financial Officer and Treasurer. (2019 March). Intergovernmental Funding in the 2019-2028 Recommended Capital Budget and Plan. Report to Executive Committee. Retrieved from <https://www.toronto.ca/legdocs/mmis/2019/ex/bgrd/backgroundfile-130164.pdf>